

## 1 Introduction and Context

This Report provides a summarised evaluation of performance against the equality Key performance indicators for the period for 2013/14.

The broader institutional agenda providing the context for progression of our staffing equalities work is contained within the Equal Opportunities Policy and the Single Equalities Action Plan.

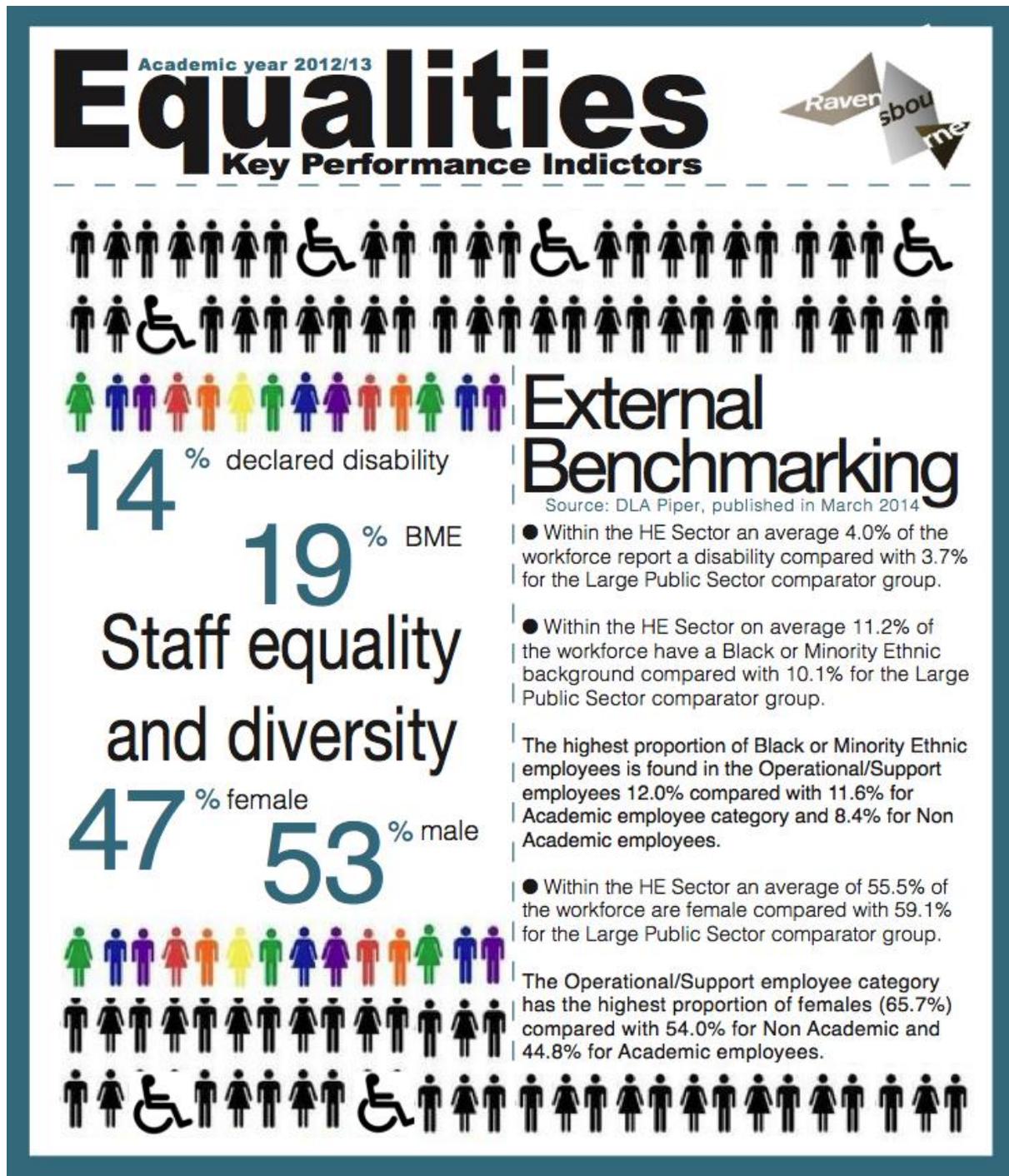
## 2 Executive Summary

The institutional positioning of equality and diversity remains at the heart of the delivery of Ravensbourne's strategic ambitions, permeating through to departmental strategies and plans to enable a holistic approach to its development.

Periodic reporting against Key Performance Indicators ensures the measurement of progress against set targets. Overall, there has been continuing healthy performance against various targets set out in the infographic overleaf, but as ever, there can be no room for complacency. In particular, whilst there has been small, incremental improvement in the numbers of employed academic staff from diverse backgrounds, more targeted work has been undertaken in the last year with the aim of broadening the pool of potential applicants for roles, and this is also included in our priorities for this current academic year.

Specifically, noteworthy points in relation to the workforce composition for 2013/14 are that:

- Women are well represented at the various managerial levels within the Institution
- The workforce has a healthy distribution of staff across all age bands; 18-30, 31-40, 41-50, 51-60 and 61+
- Generally, Black and Minority Ethnic staff employed (BAME) are represented at all levels of the institutional staffing structure
- Declaration of disability remains high despite a 2% reduction on the previous academic year 2012/13. We have good levels of retention (average length of service is 6.6 years) amongst disabled staff and they are represented in the managerial structure



## Diversity Workforce Profile Monitoring: 2013/14 headlines

All areas of business continue to be responsible for embedding the principles of equality and diversity into their service provision, development of procedures etc., which has previously been underpinned by appropriate training, advice and guidance as appropriate.

### (i) Gender

**Representation:** The workforce gender gap narrowly reduced in 2013/14 (53% male, 47% female) compared to 2012/13 when a slightly larger number of men than women were employed.

Overall, the proportion of female academic staff rose to 33% in 2013/14 - up 3% from the previous year. The proportion of male to female academics was 10% and 3% respectively, whilst the gender composition amongst the ADMs was evenly split at 2% male and 2% female.

Notwithstanding the broader industry-sector experience relating to some aspects of female representation in the workplace, we want to see an on-going incremental rise in the proportion of women in areas of our staffing where the data indicates they are currently under-represented.

**Pay:** The Institution conducts an equal pay audit every two years in order to ensure that the implementation of its job evaluation system remains robust / capable of withstanding legal challenge, and that any identified discrepancies are addressed. The next pay audit is due to be undertaken during the course of this current academic year.

**Managerial visibility:** There is healthy representation of women at Middle and Senior Management levels: in 2013/14 females accounted for 7% of our Middle Managers and men, 3%; at Senior Management level, 2% were female and 3% male.

**Length of Service:** The data for 2013/14 indicated a fairly similar pattern in the length of service between men and women except for the 5+ years' category where there were more males.

**Disciplinary / Grievance Matters:** Analysis of the data for 2013/14 indicates that there were no discrepancies in the application of, or outcomes pertaining to the implementation of these procedures.

**Promotion:** 33% of promotions in 2013/14 were female (1) and 66% were male (2).

**Age:** The Age data for 2013/14 indicates an almost equal proportion of male and female staff in most of the age brackets. The exception is to the 51 to 60 year old bracket, where we had 5% more men than women. There are currently more females (4%) than males (2%) in the 61+ category, the first time this has occurred since previously the data has indicated a greater proportion of men in this age category.

## 2 BAME Staff

**Representation:** BAME staff accounted for 19% of the workforce – remaining unchanged from the previous year, 2012/13. Broken down, this group accounted for 25% of the Support staff and 10% of the Academic staff. (See also, external benchmarking data on page 3)

**Disclosure of Ethnicity:** New appointees complete a Starter Form as part of the recruitment process and this has proved to be a successful mechanism for capturing Ethnicity data. We have achieved 99% disclosure rate and we are pleased about that.

**Pay:** The salary data for 2013/14 indicates that overall, the majority of job roles occupied by BAME staff are situated in Pay Band C (there are 5 bands in total; A (£15,873 - £22,656), B (£22,656 - £27,556), C (£27,556 - £34,857), D (£34,857 - £42,676), E (£42,676 - 54,676) and F (£54,676 - £67,062)); Support staff job roles are predominately located in Band C and for Academic staff roles, in Band E.

**Managerial visibility:** The existence of BAME managers across the Institution in 2013/14 is evident; they accounted for 13% and 17% at Middle and Senior Management levels respectively. In relation to the former, this represents a 4% increase on previous academic year 2012/13.

**Length of Service:** The data for 2013/14 indicates that the trend for continuous service amongst BAME staff is consistent with other staff groups, i.e. the Institution has not experienced a disproportionately higher number of leavers amongst this group of Staff.

**Disciplinary / Grievance Matters:** There were cases affecting BAME staff during the course of the last academic year.

**Promotion:** 33% (1) of promotions in 2013/14 were awarded to BAME staff.

**Age:** With the exception of the highest age bracket (61 years and over) where there are no BAME staff, BAME colleagues are fairly evenly represented in each of the age brackets, i.e. 18 to 30 years, 31 to 40 years, 41 to 50 years and 55 to 60 years.

## 3 Disability

**Representation:** The proportion of disabled staff with disabilities for 2013/14 was 14%, representing a 2% reduction on the previous year. By external comparison, and notwithstanding the widely held view that there is a disproportionately higher percentage of staff employed in Art and Design disciplines within HE, the proportion of disclosed disability remains high.

**Individual Annual Disability Meetings:** the annual disability meeting with staff who have a declared disability continues to be a useful mechanism for reflecting on the continuing appropriateness of the provision of reasonable adjustments for individuals.

**The Disability Advice Line:** All our job roles are advertised displaying the details for our confidential disability advice line, run by Disability Rights UK. This is with a view to encouraging suitably experienced / qualified individuals to apply for roles at Ravensbourne. The number of individuals applying for positions through the Two Ticks Scheme has increased, with only 2 individuals applying

through this scheme in 2012/13 compared to 12 in 2013/14, indicating that this advice line is providing a useful service to potential disabled employees.

**Pay:** The salary data for 2013/14 indicates that staff with a declared disability were represented at all Pay Bands with 48% of disabled staff located within Pay Band E, the second highest pay band.

**Managerial visibility:** Staff with a declared disability appear to be satisfactorily represented within the managerial structure and specifically at Middle (13%) and Senior Management (29%) levels respectively.

**Length of Service:** The data for 2013/14 does not indicate any particular retention issues pertaining to staff with a declared disability; on average disabled staff were noted as having 5 plus years' service.

**Disciplinary / Grievance Matters:** There were no cases affecting disabled staff members during the course of the last academic year.

**Promotion:** 33% (1) of promotions in 2013/14 were attributable to staff with a declared disability.

**Age:** Staff who have a declared disability are fairly evenly represented in each of the age brackets with the highest proportion of them aged between 41 to 50 years.

#### 4 Age

**Representation:** Staff are employed across all five age brackets, with the highest proportion in the 31 – 40 bracket (31%). 6% of the workforce are in the highest age bracket, 61+. Overall, just over half (56%) of staff are aged between 35-54.

**Pay:** The salary data for 2013/14 indicates that overall, there is an even distribution of age ranges across the salary bandings. The exceptions were; no representations of the lowest salary banding amongst the higher age ranges and no representations of the Senior Management banding within the lower age ranges.

**Managerial visibility:** There is representation of most age brackets at Middle Management levels; with the exceptions of the lowest, 18 to 30 years and highest bracket, 61 years and over, where there are none. At Senior Management level, there are representations from all but the lowest age category.

**Length of Service:** 41% of individuals in the 0-1 years of service category are in 31-40 age bracket with 32% in the lowest age category (18-30). There are no individuals in the highest age bracket (61+) with 0-1 years of service. In the 2-4 years of service category, 27% of individuals are in the 31-40 age bracket as well as 27% in the 41-50 category. As before there are no individuals in the highest age bracket (61+). 42% of individuals in the 5+years length of service category are in the 41-50 age bracket, with 15% in the 61+ age category. There are no individuals in the lowest age category (18-30) with 5+ years of service.

**Disciplinary / Grievance Matters:** In relation to the cases handled in 2013-14, in terms of age, the affected individuals were located in two of the five age brackets, 31 to 40 years and 51 to 60 years.

**Promotion:** the data for 2013/14 indicates that with the exception of staff aged 61 and over, individuals who were promoted were represented in all age categories.

## 5 Priorities for 2014/15 and Areas for Continued Improvement

Activities that we are intending to progress during the course of this year include:

- Continuing targeted activity aimed at broadening the pool of potential recruits for academic vacancies and also for Rave Lates
- The bi-annual staffing review / impact assessment activity
- Equal Pay Audit
- Development of ideas designed to enhance Ravensbourne's reputation externally in diversity terms
- Review of our Disability Advice Line to better promote this to current staff